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*Missouri*  
**DEPARTMENT OF REVENUE**  
*Strategic Plan*

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*2005-2009*

## ***Overview***

The Missouri Department of Revenue (department) interacts with every Missourian. Whether you are paying your taxes, registering or titling your vehicle, or renewing your driver license, you deserve a department that delivers what it promises, uses technology to serve you, and is efficient and responsible. Put another way, you deserve to be treated as a valued customer.

Since January 10, 2005, we have started to make the department meet the vision that Governor Blunt outlined in his Inaugural Address. This 2005 - 2009 Strategic Plan is my promise that this change toward customer service, efficiency, and accountability will continue. It is the roadmap for how we will get there.

There are two main challenges before the department: customer service and technology. We will work daily to provide exceptional customer service. To do that, we must develop the resources to bring modern technology to the citizens we serve. Those are my main goals.

Trish Vincent, Director of Revenue

**"Missourians deserve a government that promises no more than it can deliver and delivers everything it promises. Taxpayers deserve a government that harnesses technology to better serve the people. It is within our capacity to provide smaller and more responsible government."**

*Governor Matt Blunt,  
Inaugural Address,  
January 10, 2005*

## ***Mission***

- Provide excellent customer service
- Be good stewards of the taxpayers' dollars
- Follow the law

## ***What we do***

- Collect and distribute taxes
  - Corporate income and franchise tax
  - Fuel and other excise tax
  - Personal income tax
  - Sales and use tax
- Administer tax credit programs
  - Senior citizen property tax credit
  - Homestead preservation tax credit
- Issue driver licenses
- Title and register motor vehicles and boats
- Register and regulate motor vehicle and marine dealers

## ***2005-2009 Goals***

### ***Department – wide***

**"What is required [of government] is a cultural change – managers thinking of the citizens of Missouri as their customers and shareholders."**

*Governor Matt Blunt,  
A New Direction*

- Continue the cultural change in the department toward thinking of Missouri citizens and taxpayers as our valued customers.
- Shift the negative perception of taxation, driver license, and motor vehicle functions to promote a more positive experience for our customers.
- Partner with state, federal, and local government officials and private business to better serve the citizens.
- Pursue legislation to make Missouri's tax system simpler, fairer, more predictable and more competitive, by, among other things, phasing out or eliminating the franchise tax and reducing the tax burden on small business.
- Review the four tax credits administered by the department to determine program effectiveness, funding levels, appropriate caps and consider eliminating discretionary programs.
- Respond to loss of highway dollars established by Constitutional Amendment 3 by:
  - Converting eleven state-run motor vehicle/driver license offices to contract offices, thus saving at least \$7.2 million annually (completed).
  - Eliminating unnecessary functions such as insurance sampling program (completed).
  - Eliminating subsidies to contract offices such as fax machines, paper, toner, and state staff to perform contract agent functions (completed).

***2005-2009  
Goals***

***Customer  
Services  
Division***

- Accurately define and benchmark effective customer service, customer satisfaction, and performance measures.
- Use those benchmarks to improve customer satisfaction by clearly articulating them to our employees and holding every employee accountable for meeting his or her customer service benchmark.
- Harness technology to serve Missouri citizens and taxpayers.
- Maximize personnel productivity by cross-training employees and extending hours (completed).
- Assess and evaluate all opportunities for privatization or contracting of functions.

**"In spite of advances in technology and changes in the economy, state government still operates on an obsolete 1970's model. We have a typewriter government in an Internet age."**

*Governor Matt Blunt,  
State of the State Address,  
January 26, 2005*

***2005-2009  
Implementation  
Plans***

***Customer  
Services  
Division***

**GOALS:**

- Accurately define and benchmark effective customer service, customer satisfaction, and performance measures.
- Use those benchmarks to improve customer satisfaction by clearly articulating them to our employees and holding every employee accountable for meeting his or her customer service benchmark.

**PROBLEM:**

For too long, the department has defined customer satisfaction too narrowly with unreliable measures. For example, the department has measured the number of phone calls answered, but failed to assess whether the customer gets the right answer the first time.

**PLAN:**

- Reach out to partners in other states to develop benchmarks that work for Missouri.
- Examine best practices of our Missouri businesses that excel at customer satisfaction.
- Continue changing the department's culture so all department employees and contract agents see Missourians as shareholders and customers.

**TIMEFRAME:**

- This is a major challenge because the department's old measures must be jettisoned and rebuilt. It is the major task facing the Customer Services Division.

***2005-2009  
Implementation  
Plans***

***Customer  
Services  
Division***

GOAL:

Harness technology to serve Missouri citizens and taxpayers.

PROBLEM:

Too often, the department has looked for a “Cadillac” solution, not a common sense and practical one, which has impeded technological development.

PLAN:

- Borrow proven technology from other states wherever possible.
- Design simple programs to streamline regular processes; add exception processing only after that is accomplished and resources permit.
- Improve training on new systems so department employees get full value of the technology dollars we spend.

***2005-2009  
Implementation  
Plans***

***Customer  
Services  
Division***

**GOAL:**

Maximize personnel productivity by cross-training employees and extending hours.

**PROBLEM:**

- The department has operated in silos with little cross-training, lending to employee boredom and an inability to respond to workflow changes.
- The hours of the department are too short to adequately serve taxpayers and citizens.

**PLAN:**

- Reorganize customer service functions in the Taxation and Motor Vehicle Divisions into one, unified, Customer Services Division (completed).
- Share "best practices" among work units that provide similar units.
- Use effective employees and teams as "consultants" for others to improve weak areas.
- Extend hours to 7:30 a.m. to 5:30 p.m., charging managers to stagger schedules as necessary to provide coverage in all customer service and support areas (completed).

***2005-2009  
Implementation  
Plans***

***Customer  
Services  
Division***

**GOAL:**

Assess and evaluate all opportunities for privatization or contracting of functions.

**PROBLEM:**

Many tax collection and administration functions are “core” government functions that cannot be contracted because of confidentiality and expertise issues. Nonetheless, the department has in the past failed to fully explore appropriate opportunities.

**PLAN:**

- Convert eleven state-run motor vehicle offices to contract offices (completed).
- Pilot more aggressive use of contractors in collection of delinquent taxes (underway).

***2005-2009  
Goals***

***Fiscal  
Services  
Division***

- Streamline mailroom, accounting, and other back office functions so taxpayers get the efficient government they deserve.
- Rebuild trust with the taxpayer community by forming a more responsive and accountable Field Compliance Bureau.

**"Missourians...should demand the same things an investor would demand – accountability, transparency and results."**

*Governor Matt Blunt,  
A New Direction*

***2005-2009  
Implementation  
Plans***

***Fiscal  
Services  
Division***

GOAL:

Streamline mailroom, accounting, and other back office functions so taxpayers get the efficient government they deserve.

PROBLEM:

The department has tended to “silo” functions, with redundancies between taxation, on the one hand, and motor vehicle/driver licensing, on the other.

PLAN:

- Consolidate mailroom functions to eliminate redundancies and ensure the department always obtains the lowest postage rates.
- Consolidate accounting functions, while ensuring accountability and transparency that citizens deserve.
- Look for opportunities for consolidation in other back office areas, such as document management and legal services.

***2005-2009  
Implementation  
Plans***

***Fiscal  
Services  
Division***

GOAL:

Rebuild trust with the taxpayer community by forming a more responsive and accountable Field Compliance Bureau.

PROBLEM:

The culture of the Field Compliance Bureau has sometimes emphasized revenue collection over following the law and encouraging voluntary compliance.

PLAN:

- Change culture by renaming bureau from Field Audit to Field Compliance and changing leadership (completed).
- Establish monthly meetings between field compliance leadership, department leadership and the General Counsel's Office to improve field compliance awareness of the law and fidelity to following it (completed).
- Establish accurate benchmarks for evaluating performance of Field Compliance Bureau employees.

***2005-2009  
Goals***

***Legal  
Services  
Division***

- Where the law is clear, follow it; where it is not, interpret the law with a common sense, entrepreneurial philosophy.
- Improve outreach and communication with the taxpayer community, especially in the rulemaking process.
- Provide accurate and meaningful input to policy makers about the outdated state of Missouri's tax laws in a modern economy.

**"[My administration] will create an openness that won't just allow scrutiny for the citizens of Missouri – it will actually invite them to question their government leaders."**

*Governor Matt Blunt,  
A New Direction*

***2005-2009  
Implementation  
Plans***

***Legal  
Services  
Division***

GOAL:

Where the law is clear, follow it; where it is not, interpret the law with a common sense entrepreneurial philosophy.

PROBLEM:

In the past the department has, in some cases, looked past the statutes where the law is clear, and where the law is not clear, interpreted it in an overly technical way that reflects neither common sense nor a pragmatic philosophy.

PLAN:

- Reenergize and train legal staff in a common sense, statute-based philosophy that allows the department to better serve taxpayers within the restrictions set by law.
- Hold the General Counsel's Office accountable for not just results of cases, but for treating taxpayers fairly in the process, following the Taxpayers' Bill of Rights in Missouri law.

***2005-2009  
Implementation  
Plans***

***Legal  
Services  
Division***

GOAL:

Improve outreach to and communication with the taxpayer community.

PROBLEM:

The department has sometimes failed to explain its actions and to truly listen to those affected by its decisions. It has, in other cases, shielded policy changes from public scrutiny.

PLAN:

- Build on the outreach program that was begun in Summer 2005.
- Where the department is considering a change in policy, clearly articulate that is what the department is doing, inviting public input and commentary.
- Where appropriate, conduct public hearings on proposed rules.

***2005-2009  
Implementation  
Plans***

***Legal  
Services  
Division***

GOAL:

Provide accurate and meaningful input to policy makers about the outdated state of Missouri's tax laws in a modern economy.

PROBLEM:

Missouri has one of the most complex systems of taxation in America. The laws that make up the system predate technological advances. These old laws result in unintended and inappropriate outcomes and weaken the state's competitive posture.

PLAN:

- Educate the public and its representatives by working with legislative committees to formulate new laws that adequately incorporate technological advances.
- Request legislative solutions to problems the outdated system creates.